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CHIEF EXECUTIVE OFFICE
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WILLIAM T FUJIOKA
Chief Executive Officer

(VIA ELECTRONIC MAIL)

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

May 28, 2008

To: All Department Heads

From: William T Fujioka
            Chief Executive Officer

BEST PRACTICES IN GOVERNMENT

As part of the County of Los Angeles' continuing effort to improve the quality, efficiency, and effectiveness of constituent services, we have compiled a list of projects and programs from government agencies throughout the nation that have been recognized as best practices. The attached list of projects and programs received recognition from organizations, such as the National Association of Counties, International City/County Management Association, John F. Kennedy School of Government, and Government Finance Officers Association.

Particularly during these difficult economic times, it is important for government to pursue efficiencies while continuing to improve operations and services. Implementing or borrowing elements of projects and programs that have been shown to produce clear benefits can assist in addressing the challenges currently facing the County. In the coming months, the County will be looking to neighboring cities and counties for opportunities to partner on projects, contracts, training, services, and other efforts that reduce costs, streamline operations, and improve services.

If you know of additional projects or programs that represent best practices or have any ideas on how the County can partner with neighboring cities or counties on reducing cost and/or improving services to our constituents, please feel free to contact Martin Zimmerman at 213.974.4326 or mzimmerman@ceo.lacounty.gov.

Thank you for your continued support of our process improvement efforts.

WTF:ES:MKZ
JR:KG:pg

Attachment

c: Each Supervisor

2008-05 – 05-28-08 Best Practices in Government to Dept Heads

"To Enrich Lives Through Effective And Caring Service"

BEST PRACTICE AWARDS
TO GOVERNMENT ORGANIZATIONS

OPERATIONS

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Category: Assessor - IT **Award:** Public Information Program, 2007 **Granter:** International Association of Assessing Officers (IAAO) **Recipient:** City of Calgary, Alberta Canada, Assessment Business Unit	**Program: Assessment Business Unit** **Program Description:** As part of the annual business cycle to establish accurate property values, the city must update its records with current property information to ensure property taxes are fair and equitable. This program is a comprehensive forms processing and automated scanning solution to simplify document capture. **Benefits:** • Significantly improved the department's productivity and revolutionized the data gathering process with customer survey forms • The technologies facilitate a consistent approach to process customer survey forms returned via mail, fax and e-mail • Flexible information capture capabilities allows business units to accurately read, interpret and transfer data from different sources of documents, both forms and non-forms, into a consolidated database • A single city technician can now process up to **1,500 documents per day with 99% data and process accuracy** http://www.autonomy.com/content/News/Releases/2002/V0124.en.html
Category: Assessor - IT **Award:** Distinguished Assessment Jurisdiction, 2007 **Granter:** International Association of Assessing Officers (IAAO) **Recipient:** Boulder County, CO, Boulder County Assessor's Office	**Program: Boulder County Assessor's Office** **Program Description:** Boulder County Assessor's Offices uses Geographic Information Systems (GIS) data to improve the Assessor's ability to set fair and equitable property values and for the illustrative annual Notice of Value (NOV) that gives residents clear, visual information. *Note: It is the third time in the 25-year history of the award that Boulder County has been recognized for its exemplary, innovative leadership in the field of property assessment* **Benefits:** • Provides an illustrative annual Notice of Value (NOV) that gives residents clear, visual information by which they can map, view and compare their property values to others in the county • Both the GIS and NOV assets allow Boulder County residents to access and compare much more detailed information about their property values than other jurisdictions around the country http://www.spatialest.com/shownews.php?id=113
Category: Assessor - IT **Award:** Award for Excellence in Government in Finance, 2007 **Granter:** Government Finance Officers Association (GFOA) **Recipient:** Nassau County, NY	**Program: Assessment Review on the Web (AROW)** **Program Description:** An interactive Website developed by Nassau County for taxpayers and representatives to file assessment appeals online and receive feedback from the County's Assessment Review Commission. The project is part of a broad initiative by the County to use e-government technology to reduce expenses and improve service to the public. **Benefits:** • AROW allows taxpayers to review the County's assessments of their properties and file appeals, and allows users to research real estate sale

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	• prices in any Nassau County neighborhood, all online and all for free • Program cuts out the need for residents to hire a third party to file a tax grievance for them • Program incorporates a computer-assisted appraisal system specifically for administrative review of property tax assessment • Program demonstrates that seemingly intractable fiscal problems may be addressed by the re-engineering of existing processes through the synthesis of legal, operational, and technical change http://www.gfoa.org/index.php?option+com_content&task=view&id=32&Itemid=56
Category: Auditor/Controller - IT **Award:** Achievement Award, 2007 **Granter:** National Association of Counties **Recipient:** Montgomery County, MD, Office of Procurement	**Program: Business Process and Data Integration** **Program Description:** Partnering with the Montgomery County Department of Economic Development, the Office of Procurement delivered a computer web-based application that responded to the growing demand for the integration of a mainframe-based procurement system. **Benefits:** • Provides content management systems in the County with real time procurement data while maintaining security and limiting access to other data • Allows more timely and efficient responses to the needs of various departments http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=cffiles/awards/program.cfm&SEARCHID=2007info46
Category: City Attorney -- IT **Award:** Best Practice Award, Small Company Category **Granter:** The Enterprise Content Management Association (AIIM) **Recipient:** City of Torrance, CA, City Attorney's Office	**Program: City of Torrance, City Attorney's Office** **Program Description:** Paper records are electronically captured, annotated as necessary, converted to text searchable Adobe PDF files, and electronically filed, emailed or faxed. **Benefits:** • The ability for all attorneys and support staff to retrieve files, share data and collaborate on cases with confidence • Nearly 300 cubic feet of file cabinets eliminated, easing City Hall space constraints • Over 95% of legal work performed in house, saving outsourcing costs • Administrative staff **savings** estimated to be **$240,000** annually http://www.reuters.com/article/pressRelease/idUS114922+10-Mar-2008+MW20080310
Category: Human Resources –IT Award: Achievement Award, 2005 Granter: National Association of Counties (NACo) Recipient: Dakota County, MN, Employee Relations Department/Department of Information Technology	**Program: Electronic Personnel File Management System** **Program Description:** Dakota County's Employee Relations (ER) Department partnered with the Department of Information Technology (IT) to develop an electronic solution for managing personnel documents, in order to create an "electronic personnel file," containing all the relevant employee-related documents. Project converted paper files to electronic images. **Benefits:** • An Electronic Document Management System (EDMS) organizes and manages electronic files of various types, providing a unified method of retrieval. Files may include scanned images, Word documents, email messages or other electronic objects

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	▪ The EDMS system has improved the County's ability to create, organize, retrieve, secure, and retain critical personnel documents for over 1,800 employees ▪ The EDMS system has transformed the way that personnel documents are managed within the department, resulting in increased efficiency, security and access to information for ER and Payroll staff http://www.naco.org/Template.cfm?Section+Achievement_Awards&Template+ /cffiles/awards/program.cfm.SEARCHID=2005pers20
Category: Human Resources - IT Award: Achievement Award, 2007 Granter: National Association of Counties Recipient: Montgomery County, MD, Office of Human Resources	**Program: Enterprise Hosting Infrastructure (EHI)** **Program Description:** The Montgomery County Office of Human Resources, in collaboration with the county's Department of Technology Services (DTS), implemented an Enterprise Hosting Infrastructure (EHI) with Single Sign-On capabilities to address the challenge of employees maintaining multiple logon IDs and passwords for systems access. **Benefits:** ▪ Enables employees to use one user name and one password to access a variety of online applications ▪ Enables employees to access online services, including the *MyHR*self-service application portal, in a user friendly and secure environment ▪ EHI is a highly reliable and scalable environment that combines security and 24/7 network reliability in a user-friendly environment ▪ Both internal and external customers participated in more than 1,000,000 separate transactions which constituted an **increase in the use of online transactions** (vs. paper) from 15% in 2003 to **90% in 2006** http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template= /cffiles/awrds/program.cfm&SEARCHID=2007info36
Category: Human Resources Award: Achievement Award, 2005 Granter: National Association of Counties (NACo) Recipient: Henrico County, VA Department of Human Resources	**Program: Ensuring Professional Development: An Integrated HR Strategy** **Program Description:** The Henrico County Department of Human Resources designed an integrated Human Resources strategy, making professional development a priority by helping promote a culture where development is a "must," not an option. This unique integrated approach to professional development included an intense marketing effort directed toward County managers, supervisors, employees, and the surrounding community. **Benefits:** ▪ Special emphasis was placed on offering enhanced training opportunities to all County employees ▪ Supervisors and managers were given tools and resources necessary to facilitate professional development conversations with their employees ▪ Changes to the performance appraisal process hold supervisors accountable for their employees' professional development http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=cffiles/awards/progr am.cfm&SEARCHID=2005pers31
Category: IT **Award:** Achievement Award, 2006 **Granter:** National Association of Counties (NACo)	**Program: Desktop Refresh Program (DRP)** **Program Description:** A centralized series of planning, funding, purchasing and salvaging processes designed for the county's general fund departments to use in replacing their personal computers on a three-year cycle as warranties run out.

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Recipient: Maricopa County, AZ	**Benefits:** • 90% of the County's 48 general fund departments participate • In a three-year period, there was a replacement of 6,470 personal (desktop) computers • Program **cost** is **$109,000** annually • An average of **$207,000 saved** each year in service contracts and **$1.078 million saved** in personal computers through volume purchases http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2006coun25
Category: IT **Award:** Digital Counties Survey, 2003 **Granter:** Partnership with -- The Center for Digital Government/National Association of Counties (NACo)/Government Technology magazine **Recipient:** Maricopa County, AZ, Office of Enterprise Technology (OET)	**Program: Office of Enterprise Technology (OET)** **Program Description:** The OET develops and promotes policies and standards through governance which are designed to continually align IT performance with the County's strategic priorities by: • Employing a federated structure to manage information technology • Reflecting the overall business model of decentralized County management, the federated approach balances the benefits of local autonomy with the advantages of enterprise-wide IT coordination and management; • simultaneously allowing responsiveness to business issues and accountability to local management; and • Keeping decision-making as close as possible to the business unit while integrating the fabric of the County technology infrastructure and standards **Benefits:** • More efficient business processes • Better quality products and services • Improved financial outcomes • Higher customer satisfaction for all stakeholders http://www.maricopa.gov/CIO/default.aspx
Category: IT **Awards:** Best Practices Award in the Use of Information Technology, 2007 **Granter:** National Association of State Chief Information Officers **Recipient:** State of Michigan, Department of Information Technology	**Program: Security 2.0 – Next Generation Security Program** **Program Description:** An innovative and timely program designed to address traditional cyber threats posed by the internet and other security risks. **Benefits:** • Protected the network from over 91 million viruses in 2006 • Reduced the amount of hardware and software necessary to operate the e-mail system • Reduced IT costs by reducing the number of field service calls made to remove malware from workstations • Preserved the State's reputation by preventing 11.4 million attempts to deface public websites • Kept critical programs operational by eliminating over 3.2 million internet browser based compromises http://www.nascio.org/publications/documents/NASCIO-2007Awards.pdf

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Category: IT Award: Best Practices Award in the Use of Information Technology, 2007 Granter: National Association of State Chief Information Officers Recipient: State of Michigan, Department of Information Technology	**Program: Data Center Consolidation Program** **Program Description:** The centralization and consolidation of the IT operations of Michigan's Department of Information Technology (MDIT) was created to determine the most effective means to move their systems with minimum risk and minimum cost. The MDIT Strategic Management Team (SMT) worked directly with agency partners to find both creative fiscal solutions and to educate clients on the risk their current environments posed. **Benefits:** • **$9.5 million saved** in revenue • **Elimination of over $375,000** a year from facilities environmental and **lease space cost** • **Savings of $403,000 per year** in hardware maintenance cost • **Avoidance of $7,313,245 in capital costs** to upgrade legacy data centers, computer rooms • **29,062 square feet** of floor **space regained** http://www.nascio.org/publications/documents/NASCIO-2007Awards.pdf
Category: IT Award: Top State and Local Government Web Portals and Application, 2007 Granter: Center for Digital Government http://www.centerdigitalgov.com/surveys.php?survey=cdg_bow	**Award Category: IT -- Top State and Local Government Web Portals and Applications Awarded, 2007** **Description:** Awards the most innovative, user-friendly state and local government portals on their innovation, Web-delivery of public services, efficiency, economy, and functionality for improved citizen access; and, recognizes outstanding agency and department Web sites and applications that enhance information interactions, transactions and/or services. **BEST OF THE WEB -- Awardees:** • Utah -- State Portal Category • Tampa, FL -- City Portal Category Fairfax, VA -- County Portal Category
Category: IT Agency: Public Technology Institute (PTI) *Note: This website **sells** a journal with information about best-practice IT programs in the country.*	**Best Practice Category: IT -- 2006-2007 Technology Solutions: GIS** **Description:** Provides examples of how PTI member local governments are using geospatial information systems (GIS) technology to enhance the delivery of programs and services. Each example describes the problem or issue the local government needed to solve, details of how it addressed the problem, and the results of that solution or implementation. **Programs and Jurisdictions:4** • Damage & Habitability Assessment Program (Collier County, FL) • Zoning Docket Automation Tools (Fort Worth, TX) • Automated Mapping Engine (Indianapolis / Marion County, IN) • Indianapolis MyNeighborhood (Indianapolis / Marion County, IN) • Indianapolis GIS Web Services Toolbox (Indianapolis / Marion County, IN) • GIS/GPS Tracked Mosquito Abatement Program (Lafayette, LA) • Enterprise GIS (Mesa, AZ) • Serving Up GIS Data for Emergency Managers (Montgomery County, MD) • Regional Fire Dispatch PCGeoMap Program (Phoenix, AZ) • Geodatabase Replication (Phoenix, AZ) • Graffiti Web Services — phoenix.gov (Phoenix, AZ) • Traffic Analysis Application (Tallahassee, FL) • Utilities Web Mapping Application (Tallahassee, FL) • WashtenawVotes (Washtenaw County, MI) http://www.pti.org/index.php/ptiee1/inside/C86

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Category: IT Granter: Public Technology Institute (PTI)	**Award Category: IT -- 2007-2008 Technology Solutions Awards** **Winners -- GIS:** ▪ **Montgomery County, MD** [A] *Innovative Way of Using Motor Vehicle Records to Address Building Inventory* ▪ **Fort Worth, TX** [B] *Street Network Design* ▪ **Corpus Christi, Texas** [C] *Using a Computerized Work and Asset Management System Interfaced with GIS to Improve Utility Infrastructure and Customer Service* **Winners -- Public Safety and Emergency Management:** ▪ **Fairfax County, VA** [A] *All Hazards Special Needs Plan* ▪ **Fort Worth, TX** [B] *Firehouse/Maximo Integration Project* ▪ **Fort Wayne, IN** [C] *Rain and River Gauge Reporting System* **Winners -- Web Services:** ▪ **Miami-Dade County, FL** [A] *eNet – Miami-Dade County Employee Web Portal* ▪ **Philadelphia, PA** [A] *Unified Land Records System* ▪ **Seattle, WA** [B] *Seattle.gov Multi-language Portal* ▪ **Fort Wayne, IN** [C] *Dynamic Language Translation* ▪ **North Kingstown, RI** [D] *Providing a Streamlined and Open Government* **Winners -- Telecommunications and Information Technology:** ▪ **Phoenix, AZ** [A] *Aviation Department Disaster Recovery* ▪ **New York City Housing Authority** [A] *Broadband Over Powerline in-Building Network* ▪ **Virginia Beach, VA** [B] *HIPAA Secure Messaging Application* ▪ **Arlington County, VA** [C] *Neighborhood Payment Program* **Winners – Sustainability:** ▪ **Fairfax County, VA** [A] *Plug-in Hybrid Vehicle Fleet Trial* ▪ **Johnson County, KS** [B] *Ozone Reduction Program* **Santa Monica, CA** [D] *Parking Meter Debit Cards: SantaMoniCard* http://www.pti.org/index.php/ptiee1/more/362/
Category: IT – Capital Projects Award: Achievement Award, 2007 Granter: National Association of Counties Recipient: Miami Dade County, FL, Office of Capital Improvements	**Program: Capital Improvements Information System (CIIS)** **Program Description:** The CIIS is a comprehensive, centralized, interactive and real time information system created by the Office of Capital Improvements to provide a mechanism to allow Miami-Dade County personnel to review the past and current status of any county capital improvements projects. The system is capable of tracking and coordinating all county capital improvement projects. **Benefits:** ▪ The program standardizes project management processes and potentially decreases construction completion timeframes by providing e-mail-generated updates to the relevant stakeholders, which alerts them of potential delays caused by county or contractor related delays ▪ Information is available on-line, which allows administrators, elected officials and the public to track the progress of countywide capital improvement projects ▪ Utilizing the program's report sorting functions, personnel have the ability to produce timely, customized reports when addressing a specific inquiry or concern ▪ This management tool facilitates greater oversight and ultimately increases

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	accountability among user departments http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template= /cffiles/awards/program.cfm&SEARCHID=2007coun20
Category: Process Improvement **Award:** Innovations in American Government Award, July 2005 **Granter:** Roy and Lila Ash Institute for Democratic Governance and Innovation – John F. Kennedy School of Government **Recipient:** Iowa Charter Agencies	**Program: Iowa Charter Agencies (For City, County, State structure)** **Program Description:** A group of municipalities that are given greater authority and operating flexibility **Benefits:** ▪ Charter Agencies produce better outcomes for their customers at less cost than under the standard bureaucratic system ▪ Charter Agencies waste less time and money on paperwork and low-value-added rule compliance ▪ Authority to "stand in the shoes" of the directors of personnel, general services, and IT. Whatever those directors can do, a Charter Agency director can do – without going through personnel, general services, or IT ▪ Authority to waive administrative rules in the same three areas: personnel, general services, and IT ▪ Authority to retain: proceeds from asset sales, 80% of new revenues generated, and half of their year-end general fund balance. ▪ Exemption from full-time-equivalent employee caps ▪ Exemption from statutory across-the-board budget cuts ▪ Authority to purchase travel tickets directly instead of using the state's travel contractor ▪ Exemption from seeking Executive Council approval for out-of-state travel, conference attendance, and professional memberships ▪ Access to technical assistance at no charge from experts on innovation and public entrepreneurship ▪ Access to a $3 million Charter Agency grant fund to foster innovation ▪ A special process for waiving other administrative rules http://www.charter.iowa.gov/ *Note: Website lists a lot of results in improved efficiencies, cost savings and revenue generated.*
Category: Process Improvement **Award:** Organizational Performance Excellence, 2007 **Granter:** Malcolm Baldridge National Quality Awards - Presidential Award for Excellence **Recipient:** City of Corral Springs, FL	**Program: City of Coral Springs, FL** **Program Description:** A municipal corporation, a city government following a corporate management model in the following ways: ▪ Has an extremely well-defined strategic planning process, pays careful attention to the Environmental Scan and systematically develops and deploys its vision and values ▪ Constituents or "residential customers" are segmented by owners/renters, length or residence, location, children/no children at home and ethnicity. Businesses are segmented by type, size, and location. Customer segmentation is used to id. gaps in service programming and special needs for customer satisfaction. Info. is used to design, service, improve existing programs and/or fund new ones to target a specific segmented group as identified ▪ A Premier Customer Service Program was implemented as a complete system that includes training, accountability, recognition, reinforcement, measurement and improvements ▪ The City determines key factors that effect workforce engagement/satisfaction through annual HR surveys, feedback from focus

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
	groups, HR liaison program; data is aggregated to indicate common factors. Every Wednesday, senior managers meet to discuss cross-functional importance and cascade info. down **Benefits:** • Key Intended Outcomes (KIOs) are a contract between the City Manager and the Commission, department measures are contracts between the department directors and the City Mangers; employees have performance contracts as part of the Incentive Pay System • Performance standards are embedded in key work process and the measurement system must link to all activity in the Strategic Plan and Business Plan and must define success in measurable terms • All data and info. are made public to all stakeholders through publications, public events, public hearings, email, website, CityTV, CityRadio, etc. http://www.coralsprings.org/baldrige/BaldrigeApplication07.pdf
Category: Process Improvement **Award:** Achievement Award, 2007 **Granter:** National Association of Counties **Recipient:** Oakland County, MI	**Program: Capital & Cooperative Initiatives Revolving Fund (CCIRF)** **Program Description:** Oakland County has pursued Intergovernmental Cooperation (IGC) endeavors to maintain its long range vision of fiscal responsibility for the benefit of all its constituencies, and to virtually guarantee no reduction in service levels of quality. To encourage IGC endeavors between cities, villages and townships (CVT), **the County established the CCIRF program to cover the professional services costs of independent, third party consulting engagements to evaluate the business case for each proposed IGC endeavor.** **Benefits:** • Program promotes collaboration between CVTs and determines the feasibility of the proposed endeavor, determines what the expected cost savings/avoidances will be, how it should be structured, and what legal framework to work under, and what non-financial benefits can be expected • Program addresses the political realities by involving each stakeholder's group-management, elected officials, unions and employees, residents, Chambers of Commerce, local businesses and organizations, vendors, and the media- in the consulting engagement. Thus, it becomes quite evident where each group stands on major issues, further clarifying the feasibility of proceeding and/or what compromises may be necessary • Program provides funding to encourage intergovernmental cooperation, benefiting citizens by ultimately leading to lower taxes and maintaining service levels of quality http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template= cffiles/awards/program.cfm&SEARCHID=2007coun25
Category: Strategic Planning **Award:** Strategic Leadership and Governance Award, 2006 **Granter:** International City/County Management Association (ICMA) **Recipient:** Roseville, CA, City Council	**Program: Community Standards and Visioning Project** **Program Description:** A comprehensive project that was established by the city council of Roseville, CA. **Benefits:** • Program brought together residents and businesses to collaborate on the assessment of city services and programs • Program provided policy-level recommendations to prioritize what they value in the community • Program provides strategic direction for the city of Roseville, CA http://www.roseville.ca.us./planning/redevelopment/improvement/projects

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Category: Succession Planning **Award:** Achievement Award, 2006 **Granter:** National Association of Counties (NACo) **Recipient:** San Diego County, CA, Manager's Development Institute	**Program: Manager's Development Institute (MDI)** **Program Description:** This is a year-long professional development program that addresses the County of San Diego's Health and Human Service Agency's goals for succession planning and operational excellence. The Objective is to prepare managers for advancement into new leadership roles since 38% of managers in the agency are expected to retire within the next five years, thus creating a need for qualified candidates to fill the gap. **Benefits:** ▪ MDI Offering specific courses and has participants create a personal development plan as they participate in mentoring and/or coaching ▪ The development plan incorporates core competencies such as leadership, performance management and communication skills ▪ MDI prepares employees for future success while helping the agency to retain high-potential managers and maintain a sustainable workforce ▪ As the Institute broadens the knowledge, skills, and abilities of its members, it also supports the agency's mission, vision, and guiding principles and values http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=7006pers4
Category: Succession Planning NO AWARD GRANTED -- Best-practice/ Spearheading Innovative Solutions NO AWARD GRANTED -- City of Palo Alto, CA Listed on: Center for State and Local Government Excellence Website www.slge.org	**Program: The Next-Generation Challenge -- City of Palo Alto faces imminent city 'leadership crisis'** **Program Description:** This program addresses the "next-generation challenge," by implementing the following three- part succession plan: 1. Develops programs to aid and train future leaders including leadership forums, allowing staff members to serve in an exchange program with other communities and teaching and encouraging managers to talk with employees about career goals; 2. Retains institutional knowledge by interviewing departing staff, publishing a retiree newsletter and creating and online wiki called "Palapedia" which staff can use to document their knowledge about the city's operations; and 3. The city has developed an internship program for undergrad/grad students, hosts and annual job-shadowing day for high school students and provides a fellowship program for recent grads http://www.paloaltoonline.com/news/show_story.php?id=7416
Category: Treasurer & Tax Collector **Award:** Achievement Award, 2006 **Granter:** National Association of Counties (NACo) **Recipient:** San Diego County, CA, Treasurer-Tax Collector	**Program: Paperless Trading Program** **Program Description:** A program instituted by San Diego County's Treasure-Tax Collector established in order to integrate elements of its accounting and investment systems. **Benefit:** ▪ Previously, investment trading activity was accounted for via four separate entities by four different individuals under the new paperless trading environment, the TTC created one point of entry for trade information http://www.naco.org/Template.cfm??Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2006info9
Category: Tuition Assistance **Award:** Achievement Award, 2006	**Program: Educational Assistance Program** **Program Description:** Maricopa county rolled out a revised educational initiative based on the feedback of an employee survey. The then Tuition

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Granter: National Association of Counties (NACo) **Recipient:** Maricopa County, AZ, Human Resources	Reimbursement program was converted to an Educational Assistance program. The new policy was enhanced to include: • Financial coverage of classes that lead to a degree within the career plans of employees; • Reimbursement amounts were increased for employees who attended a local community college; • The approval authority was shifted from central Human Resources to the employee's supervisor; • Online application; and • On-site community college program (Public Administration Certificate and Associate's degree) offered by one of the local community colleges. http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2006pers22
Category: Volunteer Program **Award:** Acts of Caring Award, 2000 **Granter:** National Association of Counties (NACo) **Recipient:** Marin County, CA, Civic Center Volunteers	**Program: Civic Center Volunteers (CCV)** <u>**Program Description:**</u> This program was launched in 1979 as one of the first centralized county government volunteer programs in the United States to supplement the county's staff at every level, and offers volunteer opportunities for all citizens. <u>**Benefits:**</u> • Has connected more than 10,000 citizens with their local government and contributed an impressive **$43 million** in services since its inception. • Program has grown **to 2,400 volunteers** annually. http://www.acfnewsource.org/democracy/civic_center.html
Category: Labor Program **Award:** Achievement Award, 2005 **Granter:** National Association of Counties (NACo) **Recipient:** San Bernardino County, CA, Facilities Management Supplemental Resource Program	**Program: Facilities Management Supplemental Resource Program** <u>**Program Description:**</u> This program brings in and utilizes free or low-cost labor for the management of facilities in San Bernardino County, and coordinates labor work, scheduling and deployment under one program. By utilizing available labor resources from the Sheriffs and Welfare-to-Work at a nominal cost, this program provides experience that program participants can use to advance their employment opportunities in the future. <u>**Benefits:**</u> • Deploys workers and participants of adult work release, juvenile probation, and Welfare-to-Work to help meet the Facilities Management Departments needs • In FY 2003-04, the program yielded **13,000 hours** of work from program participants • In FY2004-05, participants contributed **22,644 hours**, or the equivalent of **10.89 full-time employees** to the department http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2005coun44

CHILDREN AND FAMILIES' WELL-BEING

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Category: Child Care - IT **Award:** Program Excellence for Innovations in Local Government Management, 2003 **Granter:** International City/County Management Association (ICMA) **Recipient:** Fairfax County, VA, Child Care Central Program	**Program: Child Care Central Program** **Program Description:** A central web-based source for parents to search for options and information on child care providers in desired neighborhoods by inputting the town, zip code, or school district. **Benefits:** • Information about how to start a family child care business has attracted prospective providers, streamlined application processes and made it easier to obtain the required permits • Cost savings for the county: **more than $40,000** on mailings, photocopying, and printing • Staff who once spent most of their time responding to phone inquiries now build the child care supply, strengthen the skills of providers, and assist low-income families and parents of children with special needs http://www1.icma.org/pm/info/AnnuaAwards%20Booklet.pdf
Category: Children's Drug Program **Award:** Community Health and Safety Award, 2007 **Granter:** International City/County Management Association (ICMA) **Recipient:** Dover, New Hampshire, Youth to Youth Program	**Program: Youth to Youth (Y2Y)** **Program Description:** This is a comprehensive, peer-based youth empowerment program where students in grades 6-12 are organized and aggressively participate as part of "the solution" to the drug & violence problem. **Benefits:** • **Inspires** or motivates youth to believe they can do something about problems or issues that need to be fixed. • Teaches *real world skills* that they use to make a change • Teaches media skills, presentation skills, legislative skills. How to speak to an audience. How to design a radio ad. How to propose a new law. How to write a press release • Y2Y has created 50 original radio ads (PSAs) which have been played thousands of times locally and in other jurisdictions. They have created an original video, written letters to the editor, and appeared on TV and radio shows dozens of times • Students have proposed and passed 4 city ordinances and 3 state laws, as well as speaking in favor of other legislation at the State House many times http://www.doveryouth.com/activities_youth_awards_team.shtml
Category: Child Support **Award:** Outstanding Program Award, 2006 **Granter:** National Child Support Enforcement Association (NCSEA) **Recipient:** Virginia, Division of Child Support Enforcement (DCSE)	**Program: Child Support Program** **Program Description:** This program aggressively searches for delinquent, non-custodial parents who do not pay child support by: • Issuing subpoenas on cell phone and cable providers for addresses and phone numbers • Using full-page local newspaper ads picturing egregiously-delinquent noncustodial parents • Providing an enhanced website for customer access to general and case-specific information • Disbursing 58% of all child support payments through direct deposit • Initiating Passport Denial Program for debts totaling more than $5,000 **Benefits:** • Child support cases: 484,000+

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
	• Collects: **$587 million** per yr. (2006) / **$6.52 per dollar spent** on program • Centralized customer service call center *Note: In 2006, LA County had 514,000 child support cases with collections totaling $494.2* http://www.govtech.com/gt/100266
Category: Homelessness **Award:** Acts of Caring Award, 2007 **Granter:** National Association of Counties (NACo) **Recipient:** San Francisco City/County, CA Project Homeless Connect	**Program: Project Homeless Connect** <u>Program Description:</u> This program is designed to create lasting changes in the lives of homeless individuals. Every month over 1,000 community volunteers partner with city government, non-profits and the private sector to provide a one-stop shop of health and human services for homeless San Franciscans. Services include: • Medical, mental health, substance abuse, housing, dental, benefits, legal, free eyeglasses, California ID, food, clothing, and wheelchair repair. • Easy access to services that support the transition the of City's homeless off the streets and into housing. <u>Benefits:</u> • Has been adopted as a national model by **100 cities** across the United States in addition to engaging 19,707 volunteers from San Francisco and the greater Bay Area. Puerto Rico, Canada and Australia have also adopted Project Homeless Connect as a model towards ending homelessness • 18,486 volunteers have provided services to **18,217** homeless San Franciscans • **92 individuals** who were sleeping on the street were placed in a combination of shelters and stabilization rooms • Annual budget is $127,000 http://www.sfconnect.org/AboutUs/index.php/homeless_connect/phc_our_mission.html
Category: Homelessness **Award:** Programs for the Disadvantaged, 2004 **Granter:** International City/County Management Association (ICMA) **Recipient:** Reno, NV, Homeless Evaluation Liaison Program	**Program: Homeless Evaluation Liaison Program (H.E.L.P)** **Program Description:** H.E.L.P. is a joint effort between the Washoe County Sheriff's Office and the Reno Police Department to proactively deal with the homeless and disadvantaged segment of our community before they become part of the criminal justice system by: • Targeting homeless individuals who may be handicapped, mentally ill, or have acute substance abuse issues and provide assistance in getting them off the streets and back to family or friends • Operating out of an office located in the Greyhound terminal in downtown Reno conveniently placed in the center of downtown adjacent to the river and parks. The office space was donated by the Greyhound Corporation • Assisting **over 500 people** each year return back home <u>Benefits:</u> • **96%** of the individuals who are assisted back to family members and support systems do not return to be homeless in that community • At one time there were four shelters; now there are only two. Saint Vincent's is serving 200 fewer meals per day than they did six years ago http://www.washoesheriff.com/detention-HELP.htm
Category: Public Social Services - IT **Award:** Innovations in American	**Program: Automated Community Connection to Economic Self-Sufficiency (ACCESS)**

Category/Award/Granter/Recipient	Project Name/Description/Benefits
Government, 2007 **Granter:** Ash Institute for Democratic Governance – John F. Kennedy School of Government **Recipient:** State of Florida, Automated Community Connection to Self-Sufficiency	**Program Description:** Residents applying for Medicaid, Food Stamps, Temporary Assistance for Needy Families, and Refugee Assistance can submit applications for services on a web-based system. This system works because: ▪ Many lower-income clients lack home computers and access to the Internet so the Dept. of Children and Families (DCF) teamed up with a wide variety of community partners—including hospitals, community centers, libraries, and food banks to provide computer access; and ▪ By 2006, 88% of requests were managed electronically, benefiting from 24/7 access, e-signature capability, and three customer call centers dedicated to facilitating the process **Benefits:** ▪ ACCESS has **saved** the state of Florida **over $83 million** per year in administrative costs ▪ **Over 98%** of applications are processed within federal time standards, and feedback from customers has been very positive ▪ DCF has made it a priority to assist other jurisdictions with replicating the system, which may eventually lead to a nationwide reduction in social service overheads. http://www.innovations.harvard.edu/awards.html?id=85371
Category: Public Social Services **Award:** Challenge Award, 2006 **Granter:** California State Association of Counties (CSAC) **Recipient:** Sutter County, CA, Human Services	**Program: Sutter County Smiles** **Program Description:** This mobile dental program uses a mobile unit to visits school sites each week Monday through Friday, 8:00am – 5:00pm, to provide cleanings and fluoride, X-rays, fillings, extracts, etc. This program is helping to solve the problem of a lack of pediatric dental services for the uninsured. **Benefits:** ▪ 35% of children seen have no dental insurance; and an average of **16 children were seen per day** between (Apr. 06 – Apr. 07) ▪ A total of **7,137 dental procedures** were performed between (Apr. 06 - Apr. 07) http://www.peachtreeclinic.org/index.php?option=com_content&task=view&id=42&Itemid=56

COMMUNITY AND MUNICIPAL SERVICES

Category/Award/Granter/Recipient	Project Name/Description/Benefits
Category: Animal Services **Award:** Acts of Caring Award, 2007 **Granter:** National Association of Counties (NACo) **Recipient:** Pasco County, FL, Animal Services Volunteer Program	**Program: Animal Services Volunteer Program (ASVP)** **Program Description:** Every year, approximately 60 veterinary students and their instructor donate their time enabling the county's staff veterinarian and volunteer veterinarian to perform the maximum number of spay/neuter operations possible. The program has more than 100 volunteers and the budget is enhanced by grants and the Cash for Critters Recycling Program. **Benefit:** ▪ In 2006, the program raised more than $3,100 for the shelter animals and volunteers spent a total of **3,160 hours** with the program, for a total value of **$45,538**. http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/acts_res.cfm&selectedId=147

Category/Award/Granter/Recipient	Project Name/Description/Benefits
Category: Career Services **Award:** Achievement Award, 2006 **Granter:** National Association of Counties (NACo) **Recipient:** San Diego, CA, Career Centers in Library Branches	**Program:** Career Centers in Library Branches -- The San Diego Workforce Partnership **Program Description:** This program is based on a Joint Powers Agreement by the City and the County of San Diego to bring together qualified employees and area businesses with other partners and training providers to prepare San Diego's current and future workforce by combining academic, vocational and social services with job training. Provides the following services: ■ Recruitment services, lay-off assistance, job fairs, job posting, labor market information, tax credits, education and training resources; and ■ School-to-Career Intermediary system that links students with businesses to create rich work-based learning experiences, including job shadowing, internships, company tours and mentoring. http://www.sandiegoatwork.com/index.html
Category: Library – IT **Award:** Achievement Award, 2005 **Granter:** National Association of Counties **Recipient:** Gloucester County, NJ, Gloucester County Library	**Program:** Electronic Library Branch Program **Program Description:** The Gloucester County Library developed an integrated program to bring the services of the library to the residents of its service area on a 24/7 basis. **Benefits:** ■ Utilizing the library's automation infrastructure, they developed a library web page which allows patrons with library cards to access a myriad of information sources from computers in their homes, schools, and offices at any time ■ From their own homes, patrons can download full-text articles from newspapers, magazines, and reference books, "check out" electronic books and download them to their PDAs, place holds on and renew actual books they have checked out, and request loans from other libraries. ■ Patrons can also ask an actual reference librarian a question in real time on their computers, "chat" with an actual tutor, find out when children's programs and free computer training classes will be held, apply for a library card, and find directions to the library http//www.naco.org/Template.cfm?Section=Achievement_Awards&Template=cffiles/awards/program.cfm&SEARCHID=2005libr20
Category: Public Library Literacy Program **Award:** Acts of Caring Award, 2001 **Granter:** National Association of Counties (NACo) **Recipient:** Orange County, CA, READ/OC	**Program:** READ/Orange County (Orange County Public Library) **Program Description:** This program trains volunteer tutors to provide an array of literacy services to individuals with low-level English skills and non-reading residents of the county. These services include: ■ One-on-one and small group tutoring in basic reading, writing and English skills, so that individuals are more employable, more informed, and able to achieve goals such as getting a driver's license or completing their GED ■ Working with inmates in the five Orange County jail facilities to improve literacy skills and encourage detainees to continue their education after their release from prison **Benefit:** ■ Volunteers have contributed 80,000+ hours of tutoring and an additional 82,000+ hours in talent and support services http://www.readoc.org/index.asp

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Category: Redevelopment **Award:** Innovations in American Government Award, 2002 **Granter:** Ash Institute for Democratic Governance – John F. Kennedy School of Government **Recipient:** City of Milwaukee, WI	**Program: Brownfield Redevelopment Program** **Program Description:** A statute crafted and enacted by the city of Milwaukee, WI that allows brownfields to be environmentally rehabilitated, improved and put into productive taxpaying use. **Benefits:** • 1,500-acre industrial area, which lies in the heart of the city and includes 300 to 400 acres of abandoned or underused properties, was effectively utilized for this project • City forecloses against brownfields, wipes out tax and other liens against former owners and assigns its foreclosure judgment rights to developers willing to put properties back into usable condition • The key to cleanup and redevelopment of Menomonee Valley is establishing innovative methods of dealing with groundwater contamination (listed on website) • When brownfields are assessed and cleaned up they will be used for residential, commercial, office, retail, mixed-use, or industrial purposes http://www.epa.gov/swerosps/bf/html-doc/smilwauk.htm
Category: Regional Planning -IT **Award:** Achievement Award, 2006 **Granter:** National Association of Counties **Recipient:** Westchester County, NY, Department of Information Technology	**Program: GIS Data-Sharing Program** **Program Description:** Westchester County Geographic Information Systems (GIS), a division of the County's Department of Information Technology (DoIT), has long been a supporter of data-sharing programs. Data development is the single most costly element in establishing and maintaining a GIS program however, Westchester County has successfully demonstrated significant cost savings in sharing geographic data. **Benefits:** • Early programs relied on the distribution of data through media such as diskettes, CDs, and tape. The county's GIS data sharing effort includes innovative web-based programs that provide the public with free online access to a wide range of datasets, including environment and land use, transportation and facility/special districts information • The county's comprehensive approach to data development and exchange has been praised as a model for other government programs throughout the country http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=cffiles/awards/program.cfm&SEARCHID=2006info18
Category: Urban Planning **Award:** Innovations in Government Award, 2007 **Granter:** Ash Institute for Democratic Governance – John F. Kennedy School of Government **Recipient:** Gennesee County, MI, Treasure Department of Genessee County	**Program: Urban Land Reform Initiative** **Program Description:** An initiative that restricts the sale of property by speculators seeking personal profit and assists property owners with funds to maintain and manage tax-foreclosed properties. **Benefits:** • Before the Treasury Department of Genesee County, Michigan, developed the Urban Land Reform Initiative, the county auctioned off tax-delinquent properties to investors. Most speculators would only minimally maintain these properties and eventually they'd often abandon the land giving rise to derelict neighborhoods throughout the county • The Genesee County Treasury enacted land banking laws that allow the county to tax foreclose on such properties after two or fewer years— before significant property devaluation occurs. The state court then

Category/Award/Granter/Recipient	Project Name/Description/Benefits
	ensures clear title exchange ■ By the fall of 2006, the program had developed hundreds of units of affordable housing; Genesee County has also exercised its control over the tax foreclosure process to assist 1,700 homeowners facing substantial financial hardship. The County Treasurer may grant foreclosure postponements to preserve homeownership and, ultimately, to support affordable housing ■ Genesee County has **collected $7.2** million over the first five years of the Urban Land Reform Initiative through stronger enforcement of fee collection from delinquent taxpayers http://www.innovations.harvard.edu/awards.html?id=52621

HEALTH AND MENTAL HEALTH

Category/Award/Granter/Recipient	Project Name/Description/Benefits
Category: Health Services **Award:** Challenge Award, 2006 **Granter:** California State Association of Counties (CSAC) **Recipient:** Riverside County, CA, Medical Assignment Program	**Program: Medical Assignment Program** **Program Description:** An in-house medically-focused staffing solution which provides flexible workers in healthcare. **Benefits:** ■ **Reduced** average Emergency Department wait time from over **2 hours to 30 minutes.** Patient "walk-outs" decreased from **5.3% to 2.4%** ■ Patient registration and clinical assessment processes were changed to be performed simultaneously, rather than sequentially ■ Quickened registration process by using mobile/wireless PC systems and implementing physician and nurse/team assessments ■ Wireless laptop computers were mounted on mobile carts to move from station-to-station, patient-to-patient for quick registration while physicians and nurse teams simultaneously perform clinical assessments on patients in the treatment areas. http://www.rcrmc.org/articles/06-1203a.html
Category: Health Services **Award:** Annie E. Casey Innovations Award in Children and Family System Reform, 2007--Innovations in American Government **Granter:** Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Gov't. **Recipient:** North Carolina, Community Care program	**Program: Community Care (Medicaid recipients)** **Program Description:** A program consisting of a community of health networks organized and operated by community physicians, hospitals, health departments and departments of social services. **Benefits:** ■ Children/family recipients of Medicaid: 750,000. Primary care physicians participating: 3,500 ■ Annual cost savings: **$100 million/** reduced overhead cost of **6%** ■ Has generated pilot programs in ten states ■ One health delivery network unifies the services of multiple health care networks and hundreds of outside support services to address an individual Medicaid beneficiary's care plan that is overseen by a locally-based care manager. http://www.aecf.org/Newsroom/~/media/PDFFiles/09%2025%2007_Community%20Care_FINAL%20pdf.ashx
Category: Health Services –IT **Award:** Achievement Award, 2007 **Granter:** National Association of Counties (NACo) **Recipient:** Charles County, MD,	**Program: eScheduler** **Program Description:** A secured, web enabled system which incorporates necessary business rules and now the administrative tool used by ES to manage the scheduling and leave of the Charles County Government's emergency medical technicians and 911 Communications staff. http://www.naco.org/Template.cfm?Section=Achievement_Awards&Templat

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Department of Information Technology	e=cffiles/awards/program.cfm&SEARCHID=2007info28
Category: Low-Cost Healthcare **Award:** Achievement Award, 2007 **Granter:** National Association of Counties, (NACo) **Recipient:** San Francisco County, CA, Charity Care Project	**Program: Charity Care Project** **Program Description:** A public-private partnership that improves delivery of free and low-cost health care to poor and underserved populations in the city and county of San Francisco. This program was created in response to a reporting and notification ordinance promulgated by SF's Board of Supervisors in 2001. **Benefits:** • Increased public awareness of free healthcare services • Improved tracking of hospitals' charity care and community benefits • Overall **increase of $22.4 million** in reported charity care expenditures http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2006heal19
Category: Mental Health Services **Award:** Achievement Award, 2006 **Granter:** National Association of Counties (NACo) **Recipient:** San Diego County, CA, Special Help for At-Risk Individuals (SHARI)	**Program: Special Help for At-Risk Individuals (SHARI)** **Program Description:** A collaborative effort to reduce the number of unnecessary hospitalizations among mental health clients. Developed in partnership with mental health providers, private psychiatrists and local hospitals, the program aims to reduce the number of repetitive hospitalizations for an identified group of clients with extensive histories of hospitalization. **Benefits:** • Project has proven to decrease the number of hospitalizations and improve the level of care for mental health clients • Resulted in savings totaling hundreds of thousands of dollars for the ten clients who participated in the project over the course of one year http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2006legal13
Category: Mental Health - IT **Awards:** Achievement Award, 2007 **Granter:** National Association of Counties (NACo) **Recipient:** Hamilton County, Ohio, Hamilton County Board of Mental Retardation and Developmental Disabilities	**Program: Individuals Served Information System (ISIS)** **Program Description:** A computer system that manages information about individuals served and the services they receive. **Benefit:** • Individuals, families, and the professionals who support them have quick, easy access to a wide variety of necessary information so that choices and plans can be more easily made. http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=cffiles/awards/program.cfm&SEARCHID=2007info77

PUBLIC SAFETY

| Category: Communications -- Public Safety

Award: Achievement Award, 2005

Granter: National Association of | **Program: Communications Interoperability**

Program Description: The Communications Interoperability system allows for multiple law enforcement agencies to patch radio signals operating on different frequencies together into "talkgroups". |

Category/Award/Granter/ Recipient	Project Name/Description/Benefits
Counties (NACo) **Recipient:** Maricopa County, AZ, Communications Interoperability	**Benefits:** • The systems greatly enhances the ability of law enforcement personnel to respond quickly and efficiently to multi-jurisdictional emergencies ranging from vehicular pursuits that cross city boundaries to local and regional events that threaten homeland security • Inexpensive radio communications interoperability solution • The system is a more permanent solution to interoperability issues http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2005crim2
Award: Acts of Caring Award, 2004 **Granter:** National Association of Counties (NACo) **Recipient:** San Diego, CA, Volunteers in Probation, Inc	**Program: Volunteers in Probation** **Program Description:** This program was established in 1970 as a 503 (c)3 non-profit under the Probation Department and provides "soft" funding, not available through normal channels, to probationers who show a commitment to improving their lives and becoming productive citizens. **Benefits:** • Receives strong support from the private sector, such as the San Diego Foundation, a philanthropic agency and citizens who take VIP's messages to the corridors of policymakers to garner support • Raises and disburses about **$60,000** on an annual basis • Offers scholarships up to $1,000 per student, per school year, to probationers who are in compliance with their probation conditions, have completed or are actively attempting to complete restitution payments, demonstrate ambition and drive to further their education or obtain vocational skills that promote self-sufficiency • Provides funds for emergency needs which include, but are not limited to food, clothing, temporary housing assistance, dental, optometric, and medical services, furniture, vocational materials, GED exam fees • Assists with program needs, including incentives that require fees for participation in cultural events and funds for food and supplies required for recognition and graduation ceremonies http://www.volunteersinprobation.org
Award: Achievement Award, 2005 **Granter:** National Association of Counties (NACo) **Recipient:** San Diego County, CA, Office of Emergency Services	**Program: Terrorism Public Awareness Program** **Program Description:** The County of San Diego Office of Emergency Services partnered with a public relations/media marketing firm to organize, design, develop, and disseminate a comprehensive and effective public awareness campaign and outreach program for county residents. The campaign proactively educates, informs, and prepares residents regarding terrorist threats and other domestic emergencies. **Benefits:** • Provides an effective educational outreach program based on five web-based slideshow modules that are posted on the office's website with audio and graphics in both English and Spanish • Uses brochures, pamphlets, seminars, community meetings, and other forms of communication • Targets the program at residents and employers with an emphasis on schools and libraries http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cffiles/awards/program.cfm&SEARCHID=2005citi9